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# **Stakeholders Report**

## **AIR MOBILITY COMMAND**

Fiscal Year  
**2000**

# Integrity First

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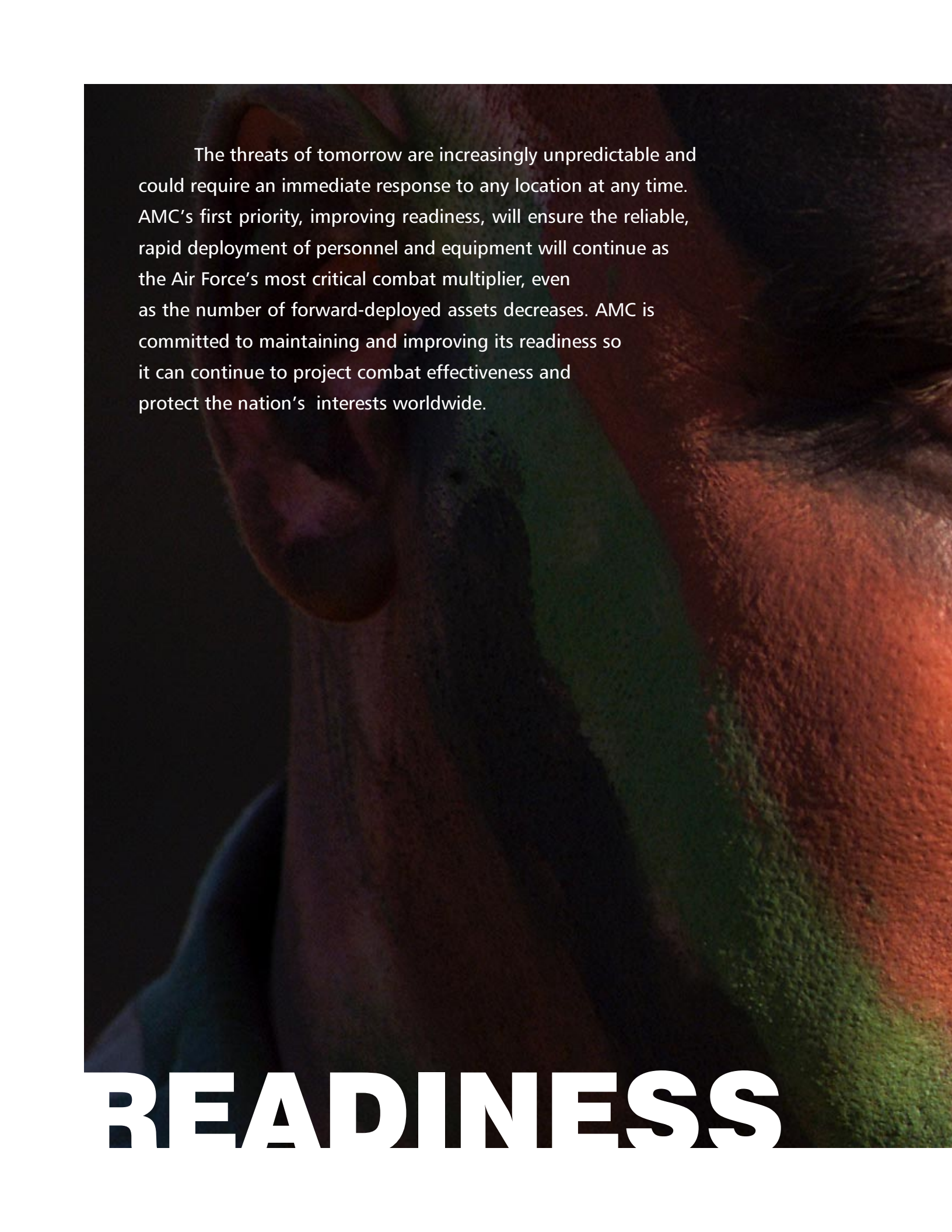
Service  
Before  
Self

# Excellence In All We Do

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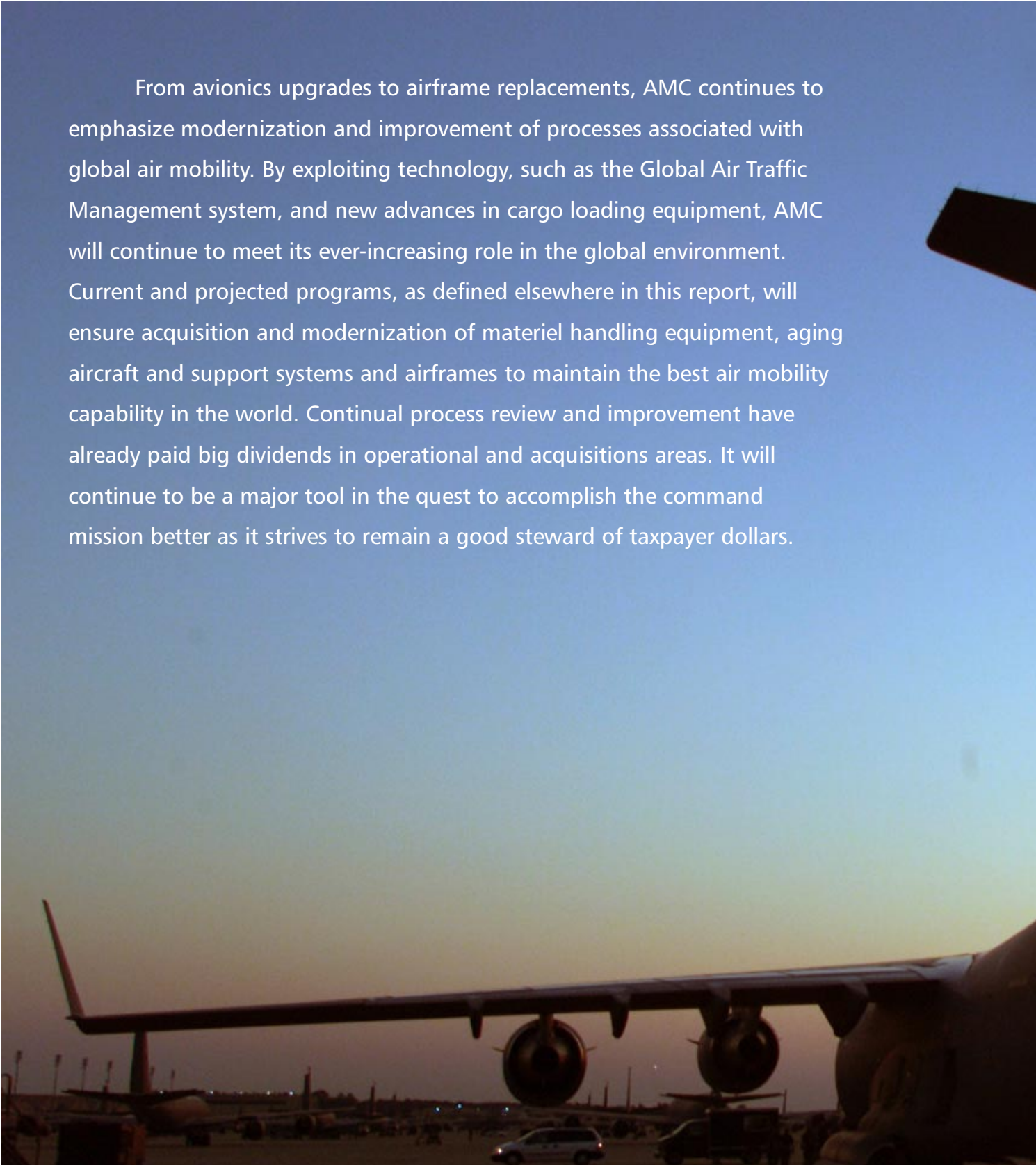
A product of AMC Public Affairs    Designed, Edited by TSgt. Karen Pettit

A close-up, high-contrast photograph of a person's face, likely a soldier, with camouflage paint applied to their skin. The lighting is dramatic, with strong highlights and deep shadows, emphasizing the texture of the skin and the paint. The person's eyes are closed or looking down, and the overall mood is serious and focused.

The threats of tomorrow are increasingly unpredictable and could require an immediate response to any location at any time. AMC's first priority, improving readiness, will ensure the reliable, rapid deployment of personnel and equipment will continue as the Air Force's most critical combat multiplier, even as the number of forward-deployed assets decreases. AMC is committed to maintaining and improving its readiness so it can continue to project combat effectiveness and protect the nation's interests worldwide.

# READINESS



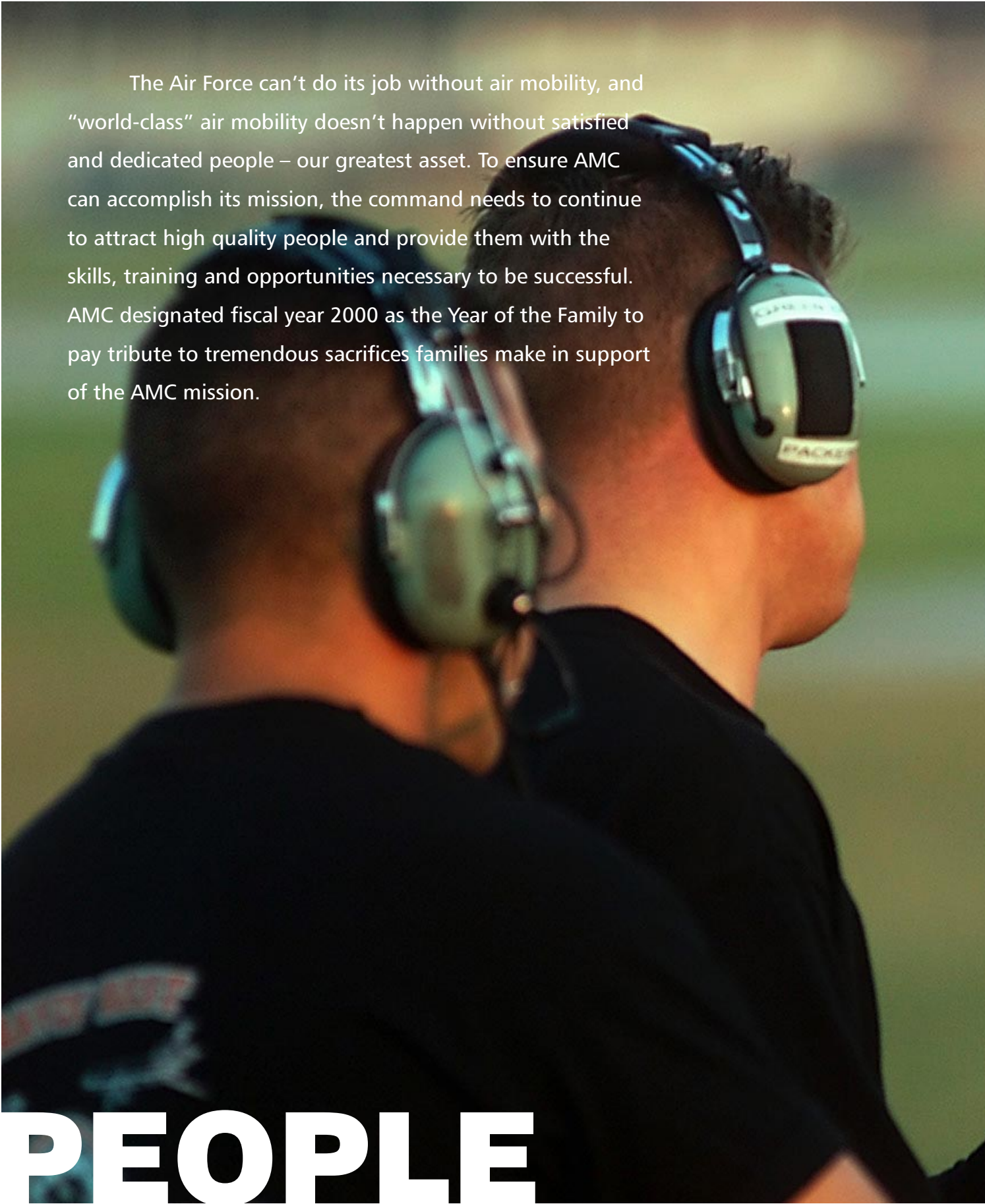
A large military transport aircraft, likely a C-17 Globemaster III, is shown from a low angle on a tarmac at dusk. The aircraft's four engines and wings are prominent against a dark blue and orange sky. The tail fin is visible on the left. In the background, other aircraft and ground support vehicles are faintly visible.

From avionics upgrades to airframe replacements, AMC continues to emphasize modernization and improvement of processes associated with global air mobility. By exploiting technology, such as the Global Air Traffic Management system, and new advances in cargo loading equipment, AMC will continue to meet its ever-increasing role in the global environment. Current and projected programs, as defined elsewhere in this report, will ensure acquisition and modernization of materiel handling equipment, aging aircraft and support systems and airframes to maintain the best air mobility capability in the world. Continual process review and improvement have already paid big dividends in operational and acquisitions areas. It will continue to be a major tool in the quest to accomplish the command mission better as it strives to remain a good steward of taxpayer dollars.

# MODERNIZATION



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A person wearing a headset with a microphone, looking to the side. The person is wearing a dark shirt. The background is blurred.

The Air Force can't do its job without air mobility, and "world-class" air mobility doesn't happen without satisfied and dedicated people – our greatest asset. To ensure AMC can accomplish its mission, the command needs to continue to attract high quality people and provide them with the skills, training and opportunities necessary to be successful. AMC designated fiscal year 2000 as the Year of the Family to pay tribute to tremendous sacrifices families make in support of the AMC mission.

# PEOPLE



# Financial

## Summary for FY 2000

Air Mobility Command manages a tremendous amount of resources in the execution of its global mission. **In fiscal year 2000, the total value of those resources was \$51.5 billion.**

In addition to being military leaders, AMC commanders are also stewards of significant public resources. These resources fall into five categories: aircraft, capital assets, equipment, operating funds, and inventories. The total value of each of these within AMC is provided below.

<b>\$43.1 billion</b>
Authorized aircraft
<b>\$4.5 billion</b>
Land, buildings, structures for AMC's 12 bases
<b>\$1.8 billion</b>
Mission and support equipment
<b>\$242.3 million</b>
Air Force stock (operating supplies)

<b>\$1.8 billion</b>
Wing commander operating funds
\$930 million in appropriated operating funds and \$899 million in revolving funds that come primarily from airlift customers. Includes \$913 million for civilian pay expenditures, and \$143 million for facility projects.

Other funds for mission execution and support include

<b>\$702 million</b>
Depot purchased equipment maintenance, contractor logistics support and sustaining engineering projects
<b>\$128 million</b>
Military construction program

<b>\$322 million</b>
Medical
<b>\$312 million</b>
Readiness subsidy
<b>\$108.9 million</b>
Training flight simulators
<b>\$60 million</b>
Automated data processing equipment

# Message

## From the commander

Air Mobility Command enters the new millennium with an overwhelming commitment to provide the nation with the world's premiere rapid global air mobility force. Once again, the active duty, Guard and Reserve people of AMC's Total Force have worked as a team toward the same vision, leading the way for the Air Force as it moves into the 21st Century.

**We continued to push for programs that will allow AMC to remain the preeminent Air Force major command.**

Our Mobility 2000 (M2K) concept of operations will revolutionize our command, control, computer and communications system. It will provide a near real-time global end-to-end digital data link to and from AMC aircraft and command and control centers, including the Federal Aviation Agency. M2K is in its infancy but will evolve rapidly over the next year. But advanced communication systems are worthless unless we have the assets to perform the mission. While we have one of the newest aircraft in the Air Force inventory in the C-17, we also have some of the oldest in the C-130, KC-135 and C-5. During the past year we continued our efforts to modernize the fleet gaining Air Force and Congressional support. Every aircraft in the AMC inventory is currently undergoing modifications that will allow us to fly them well into this century. At the same time, efforts continue to develop a replacement for the KC-135, one of the oldest aircraft in the Air Force's inventory.

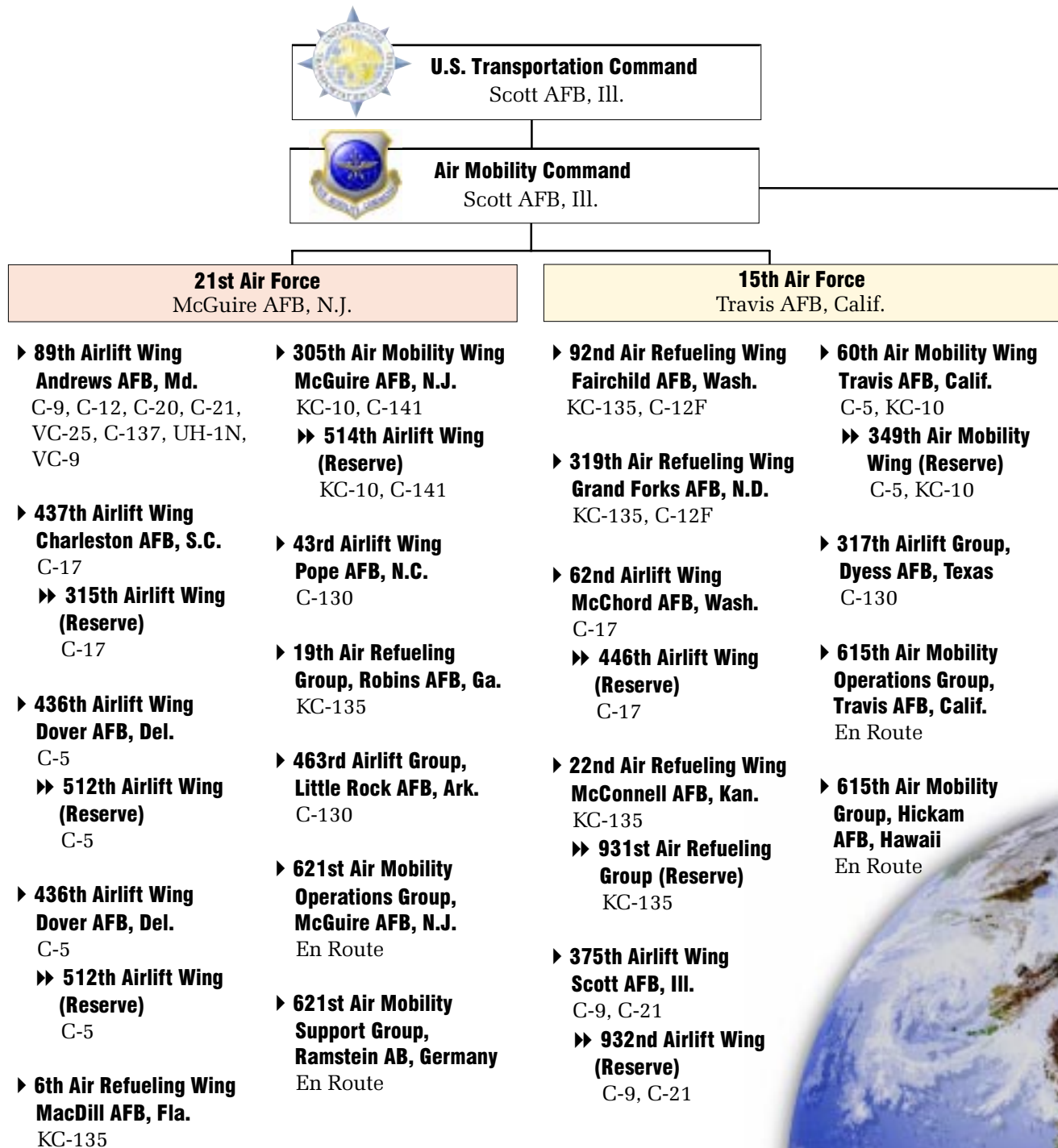
**Meanwhile, every day on every continent, our Total Force team — over 150,000 strong — flew an average of 300 missions and 1,000 sorties.** During the past year AMC's people have visited 156 of the world's 190 countries, operating from major international airports or from remote locations with dirt runways and landing strips carved out of ice. From delivering emergency relief supplies to flood-ravaged Mozambique, to deploying our Expeditionary Air Forces, to assisting in fighting fires that devastated hundreds of thousands of acres in the Western United States, to the life-saving medical evacuation of an infant from Japan, the men and women of AMC answered the nation's call for support.

**The Air Force can't do its job without air mobility and "world-class" air mobility doesn't happen without satisfied and dedicated people — our greatest asset.** Our Year of the Family program began during fiscal year 1999 and continued through FY 2000. During these two years, hundreds of initiatives, including programs to upgrade family housing, fitness facilities and places of worship, have improved the quality of life for families throughout AMC. To ensure AMC's success in the future, we must build on these programs and continue to attract high quality people and provide them with the skills, training and opportunities to be successful. Therefore, I have designated fiscal year 2001 as the "Year of Retention and Recruiting." **This publication serves many purposes, but primarily it serves as an annual report to our most important customer — the American taxpayer.** It gives the command an opportunity to showcase the magnificent achievements of our hard-working people and to recognize the hardships they endure daily in selfless devotion to their country. The men and women of AMC's Total Force stand ready to protect America's vital interests regardless of the challenges placed in front of us. I am confident this team, with the support of our families and friends, will continue to do great things for



**Gen. Charles T. "Tony" Robertson** Commander in Chief, U.S. Transportation Command / Commander, Air Mobility Command

# About AMC



# Organizational Structure

## Bases, En Routes, Units

**Air Mobility Warfare Center**  
McGuire AFB, N.J.

**Defense Courier Service**  
Fort George Meade, Md.

**Tanker Airlift Control Center**  
Scott AFB, Ill.

### Operational Support Airlift Units

12th Airlift Flight, Langley AFB, Va.  
47th Airlift Flight, Wright Patterson AFB, Ohio  
54th Airlift Flight, Maxwell AFB, Ala.  
84th Airlift Flight, Peterson AFB, Colo.  
311th Airlift Flight, Offutt AFB, Neb.  
332nd Airlift Flight, Randolph AFB, Texas  
457th Airlift Squadron, Andrews AFB, Md.  
458th Airlift Squadron, Scott AFB, Ill.

### Air Mobility Support Squadrons

630 AMSS, Yokota AB, Japan  
631 AMSS, Osan AB, Korea  
632 AMSS, Elmendorf AFB, Alaska  
633 AMSS, Kadena AB, Japan  
634 AMSS, Andersen AFB, Guam  
635 AMSS, Hickam AFB, Hawaii  
623 AMSS, Ramstein AB, Germany  
625 AMSS, NAS Rota, Spain  
626 AMSS, Rhein-Main AB, Germany  
627 AMSS, RAF Mildenhall, United Kingdom  
628 AMSS, Incirlik AB, Turkey  
629 AMSS, Lajes Field, Azores  
640 AMSS, Howard AFB, Republic of Panama

### Detachments, Operating Locales

Det. 3, 621 AMSS, Aviano AB, Italy  
OL-A, 621 AMSS, Bahrain  
Det. 1, 621 AMSS, Prince Sultan, Saudi Arabia  
OL-A, 621 AMSS, Ben Gurion IAP, Israel  
OL-B, 621 AMSS, Cairo IAP, Egypt  
OL-A, 625 AMSS, Sigonella, Italy  
Det. 2, 621 AMSS, Kuwait  
Det. 1, 630 AMSS, Diego Garcia  
Det. 1, 635 AMSS, Richmond, Australia  
OL-A, Det. 1, 635 AMSS, Christ Church, New Zealand

### Contract Air Terminals

Kunsan, Korea  
Kimhae, Korea  
Misawa AB, Japan  
Pago Pago  
Eielson, Alaska

### AMC-gained Guard units

101st ARW, Bangor ANGB, Maine  
105th AW, Stewart IAP, N.Y.  
107th ARG, Niagara Falls IAP, N.Y.  
108th ARW, McGuire AFB, N.J.  
109th AW, Scotia, N.Y.  
113th AW, Andrews AFB, Md.  
117th ARW, Birmingham IAP, Ala.  
118th AW, Nashville, Tennessee  
121st ARW, Rickenbacker ANGB, Ohio  
123rd AW, Standiford Field, Louisville, Ky.  
126th ARW, Scott AFB, Ill.  
127th WG, Selfridge ANGB, Mich.  
128th Air Refueling Group, General Mitchell ANGB, Wisc.  
130th AW, Yeager Airport, W.V.  
133rd AW, Minneapolis/St. Paul IAP, Minn.  
134th ARG, McGhee-Tyson ANGB, Tenn.  
135th AG, Martin State Airport, Md.  
136th AW, Hensley Field, Dallas, Texas  
137th AW, Will Rogers World Airport, Oklahoma City, Okla.  
139th AW, St. Joseph, Mo.

141st ARW, Fairchild AFB, Wash.  
143rd AW, Quonset State Airport, R.I.  
145th AW, Charlotte Douglas IAP, N.C.  
146th AW, Channel Islands ANGB, Calif.  
151st ARW, Salt Lake City, Utah  
152nd AW, Reno AP, Nev.  
153rd AW, Cheyenne Muni, Wyo.  
155th ARW, Lincoln MAP ANGB, Neb.  
157th ARW, Pease ANGB, N.H.  
161st ARW, Phoenix IAP, Ariz.  
163rd ARW, March AFB, Calif.  
164th AG, Memphis MAP, Tenn.  
165th AW, Savannah IAP, Ga.  
166th AW, New Castle County AP, Del.  
167th AW, EWWRA Shepherd Field, Martinsburg, W.V.  
171st ARW, Greater Pittsburgh IAP, Penn.  
172nd AG, Allen C. Thompson Field, Miss.  
179th AW, Mansfield Lohm AP, Ohio  
182nd AW, Greater Peoria AP, Ill.  
186th ARW, Key Field Meridian IAP, Miss.  
190th ARW, Forbes ANGB, Kan.

### AMC-gained Reserve units

302nd AW, Peterson AFB, Colo.  
403rd WG, Keesler AFB, Miss.  
440th AW, General Billy Mitchell IAP, Wis.  
433rd AW, Kelly AFB, Texas  
434th ARW, Grissom AFB, Ind.  
439th AW, Westover ARB, Mass.  
445th AW, Wright Patterson AFB, Ohio  
452nd AMW, March AFB, Calif.  
459th AW, Andrews AFB, Md.  
507th ARW, Tinker AFB, Okla.  
908th AW, Maxwell AFB, Ala.  
910th AW, Youngstown Warren RA, Ohio  
911th AW, Coraopolis, Pa.  
913th AW, Willow Grove ARS, Pa.  
914th AW, Niagara Falls IAP ARS, N.Y.  
916th ARW, Seymour Johnson AFB, N.C.  
927th ARW, Selfridge ANGB, Mich.  
934th AW, Minneapolis, Minn.  
940th ARW, Beale AFB, Calif.



## Who we are

## What we do

U.S. forces must be able to provide a rapid, tailored response with a capability to intervene against a well-equipped foe, hit hard and terminate quickly. Rapid global mobility lies at the heart of U.S. strategy in this environment; without the capability to project forces, there is no conventional deterrent. As U.S. forces stationed overseas continue to decline, global interests remain, generating an ever-increasing demand on the unique capabilities of Air Mobility Command.

**AMC's primary mission is rapid, global mobility and sustainment for America's armed forces.** The command also plays a crucial role in providing humanitarian support at home and around the world. AMC men and women — active, Guard, Reserve and civilians — provide airlift and aerial refueling for all of America's armed forces. Many special duty and operational support aircraft and stateside aeromedical evacuation missions are also assigned to AMC.

As the air component of U.S. Transportation Command, AMC serves many customers and, as the single manager for air mobility, AMC's customers have only one number to call for global reach.

Airlift aircraft provide the capability to deploy our armed forces anywhere in the world and help sustain them in a conflict. Air refueling aircraft are the lifeline of global reach, increasing range, payloads and flexibility. Because Air Force tankers can also refuel Navy, Marine and many allied aircraft, they leverage all service capabilities on land, sea and in the air. Refuelers also have an inherent cargo-carrying capability — maximizing AMC's airlift options.

The command's headquarters and the Tanker Airlift Control Center, the agency responsible for coordinating all mobility missions, are located at Scott AFB, Ill. The command was formed in August 1992, when the Department of the Air Force integrated tanker and airlift aircraft into a single team.

Since its inception, AMC has been called upon by the National Command Authorities to support major contingencies and humanitarian operations around the world, including Operation Allied Force in Kosovo, Operations Joint Endeavor and Provide Promise in Bosnia-Herzegovina; Support Hope in Rwanda; Maintain Democracy in Haiti; Restore Hope in Somalia; and Phoenix Scorpion I, II, III and IV in Southwest Asia. At home, the command has provided much-needed aid to disaster victims from New York to California.

In 2001, the command's total force team continues to demonstrate excellence as the nation's arm for global reach: delivering strength and stability at home and abroad.

The Air Force is becoming more of a continental United States-based fighting force. As the Air Force transitions to an expeditionary mindset, the need for mobility forces to successfully accomplish national defense objectives becomes more prominent than ever before in the nation's history. AMC will continue to play a crucial role under the Expeditionary Aerospace Force as both a force enabler and force provider.

As a force enabler, AMC will bring the warriors to the fight, sustain the warfighters with supplies and equipment and then take the forces home when the contingency or crisis is over. As a force provider, ►

▲ Top: Maintainers from Pope AFB, N.C., stand-by to marshall C-130 aircraft loaded with the 82nd Airborne during Rodeo 2000.

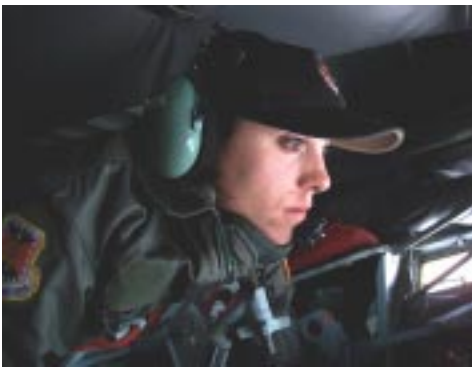
*Photo by TSgt. James Lotz*

◀ Left: A KC-10 Extender from the 60th Air Mobility Wing, Travis AFB, Calif., positions for aerial refueling.

*Photo by SSgt. Jerry Morrison*

► Right: SSgt. Sheila Garland from MacDill AFB, Fla., participates in a retreat ceremony. *Photo by SrA.*

*Kenneth Ballard*



# Aerospace Expeditionary Force

## Airlift

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## Aerial Refueling

## Aeromedical Evacuation

**Air refueling aircraft are the lifeline of global reach.** By increasing range, payloads and flexibility, in-flight refueling enables American and allied forces to rapidly deploy people and equipment to hotspots around the globe.

Air refueling strengthens America's total force capability by acting as a force multiplier that enables America's forces to rapidly respond to a wide spectrum of global crisis situations. With continuing closure of overseas bases, air refueling levels the global playing field by extending the range and presence of America's global reach and global power while decreasing the need for dependence of bases overseas.

AMC also uses its tanker fleet to provide airlift support, taking maximum advantage of its dual-role airframes and conserving precious resources in the process. From air refueling tasks for deployment and redeployment of fighters and bombers, and force extension of tankers and airlifters to movement of troops and equipment, AMC supports our national security strategy of strategic and conventional deterrence by building air bridges throughout the world.

**The Aeromedical Evacuation System is a significant part of the nation's mobility resources and an integral part of the total Department of Defense health-care system.** With more than 90 percent of the AE force structure incorporated in the Air Reserve Component, Air Force Reserve and Air National Guard members provide the majority of support to AMC's Total Force AE team. This Total Force AE team of skilled medical professionals and other aircrew members, as well as a host of communication and support personnel, serve the nation daily under wartime or peacetime conditions.

During peacetime, AMC's AE team airlifts seriously ill or injured military members and other Department of Defense beneficiaries to medical treatment centers located throughout the continental United States, Europe and the Pacific region. During wartime, AE enables commanders to keep patients medically stabilized as they quickly move them from forward airfields in combat zones to capable medical facilities anywhere in the world. In fiscal year 2000, the AE team moved 19,859 patients within CONUS, nearly 6,000 patients intertheater and more than 16,500 patients in the European and Pacific regions.

Aeromedical Evacuation is one of AMC's seven core airlift missions and is a core competency of the Air Force Medical Service. As such, AMC remains the central focus for issues affecting the DOD's worldwide AE system.

With the transition of the Air Force to the Aerospace Expeditionary Force operating concept, the AE mission will become even more critical as America's Air Force operates in more locations than ever before.

AMC remains committed to equipping, organizing and training its AE team to continue to perform its global, often lifesaving mission in support of our nation's global national defense objectives. 🌟

▲ Top: Members from the 514th Aeromedical Evacuation Squadron at McGuire AFB, N.J., make their way through a low-crawl obstacle course at Rodeo 2000. Photo by SSgt. Lisa Zunzanyika

◀ Left: A C-5 Galaxy gets refueled by a KC-135R Stratotanker. Photo by TSgt. Efrain Gonzalez

▶ Right: Litters filled with sandbags and "dummies" are positioned on the flight line during a medical evacuation scenario during Rodeo 2000. Photo by SSgt. Lisa Zunzanyika

# Events

## OCTOBER '99

**Band tour:** Two C-17s from the 437th Airlift Wing, Charleston AFB, S.C., transported an ensemble of the United States Air Force Band on a 19-day concert tour to Europe. The Globemaster IIIs airlifted 54 band members, several members of the 1st Combat Camera, and a 28-foot trailer containing the group's instruments, music, and support gear. The European trip marked the first time in more than 10 years that such a large ensemble of Air Force band members had toured overseas.

**Aircraft move:** A C-5 aircrew from the 436th Airlift Wing, Dover AFB, Del., transported the first portion of a KC-97L tanker from Beale AFB, Calif., to the Air Mobility Command Museum at Dover. The KC-97L Stratofreighter had been on static display at Beale since early 1980, but because the base no longer had an active museum staff to maintain it, the aircraft was made available to the AMC Museum. It would take museum staff members and volunteers approximately one year to reassemble the KC-97L.

**Antarctica mission:** A C-17 aircrew from the 62d Airlift Wing, McChord AFB, Wash., landed a Globemaster III on an airstrip of frozen seawater at McMurdo Naval Air Station, Antarctica. The mission marked the first flight of a C-17 to Antarctica. The aircraft delivered a cargo of mail, fresh fruit, and vegetables to scientists of the National Science Foundation. Also transported was a telescope for the scientists to use at the South Pole to study black holes in the Milky Way galaxy.



**Rescue:** A ski-equipped LC-130, assigned to the 109th Airlift Wing, an Air National Guard unit at Schenectady Airport, N.Y., airlifted Dr. Jerri Nielsen from Amundsen-Scott South Pole Research Station to McMurdo Naval Air Station on Antarctica's northern coast. Dr. Nielsen, the only physician at the National Science Foundation's South Pole station, had been treating herself for breast cancer since July, after chemotherapy drugs were airdropped in an emergency operation performed by a C-141 from McChord.

The harsh winds, extreme cold, and polar darkness of austral winter normally prevent flights from taking off or landing at the South Pole from March through October. The LC-130 was unable to make the 1,600-mile round-trip flight from McMurdo to the South Pole until the temperature at the pole reached at least minus 58 degrees Fahrenheit. During the 22 minutes the LC-130 was on the ground at the South Pole, the aircrew kept the plane's engines running to prevent its hydraulic fluids from freezing.

**Larger runway:** The expanded and extended runway at Scott reopened, concluding an 18-month shutdown and an \$11.5 million construction project that lengthened the runway to 8,000 feet. During the shutdown, Scott's air traffic operations of roughly 3,000 monthly landings and takeoffs moved to MidAmerica Airport, the neighboring joint-use facility for the Air Force and St. Clair County. The joint use agreement provided for interchangeable military and civilian use of the two airfields based on the judgment of air traffic controllers and pilot preference. The MidAmerica construction budget, consisting of nonmilitary federal funding and some state and local funding, paid for the project.



**New team member:** The 126th Air Refueling Wing of the Illinois Air National Guard was officially activated at Scott AFB, Ill., completing a relocation from O'Hare International Airport Air Reserve Station in Chicago that began in July 1999. Assigned 11 KC-135E Stratotankers, the wing's main mission is the air-to-air refueling of military aircraft. Relocating the 126th Air Refueling Wing to Scott required the expenditure of \$87 million on 13 construction projects, which began in late 1997. The move created nearly 300 new full-time jobs, more than 850 part-time jobs, and a combined civilian-military payroll of \$18.4 million in the St. Louis region.

## NOVEMBER

**Artists in action:** Lt. Gen. Walter S. Hogle, Jr., then-AMC Vice Commander, hosted an art exhibit that depicted the AMC's mission on canvas. Held at the Golf Club at Scott, the 33 works of art

displayed were painted by civilian artists whom AMC had taken to its bases in the United States and overseas during the previous four years. The art was the



## A look back at FY 2000

work of artists who belonged to the Chicago-based Midwest Air Force Artist Group. (The pictured artwork is by John Downs)

**Refueling a Raptor:** Four KC-10 aircrew members from the 60th Air Mobility Wing, Travis AFB, Calif., performed the first-ever aerial refueling of a F-22 Raptor, America's next generation air superiority fighter. Operating from Edwards AFB, Calif., over a four-day period, the crew flew four sorties, each lasting approximately three hours. The purpose of the test was to identify factors such as the minimum and maximum allowable air speeds, altitude, and boom movements that both aircraft would allow during air refueling operations. During the four-day test, the KC-10 made more than 250 boom connections with the F-22 and offloaded 35,000 pounds of fuel.



**Honoring the past:** C-5 (serial number 87-0033), assigned Dover was named the "Spirit of the Tuskegee Airmen" to honor the accomplishments of the Tuskegee airmen, the African-American fighter pilots who fought during World War II. Maj. Gen. John D. Hopper, Jr., 21st Air Force Commander, was the featured speaker at the dedication ceremony, which was attended by more than 350 people.

**Returning remains:** A C-17 aircrew from the Air Force Reserve at McChord arrived at Andersen AFB, Guam, with the remains of 11 American servicemen. Three were from the Korean War and eight from the Vietnam War. The crew of the Globemaster III picked up the Korean War remains in Pyongyang, North Korea's capital city. The two sets of remains discovered in Laos were claimed in Thailand, after which the crew flew to Hanoi and took custody of six sets of remains found in Vietnam. The McChord C-17 crew was the first group of uniformed US military personnel to go to Pyongyang to claim the remains of Americans killed in the Korean War.

## DECEMBER

**Refine procedures:** Fifty-five aerial porters from 22 bases across the Air Force met at Travis to refine training and operational procedures for the 60,000-pound aircraft cargo loader known as the Tunner. Hosted by Travis' 60th Aerial Port Squadron, this first-ever Tunner Training Workshop was sponsored by Headquarters 15th Air Force and the 615th Air Mobility Support Group, Hickam AFB, Hawaii.

**Tragedy hits:** A C-130E (S/N 63-7854) assigned to the 463d Airlift Group, Little Rock AFB, Ark., made an emergency belly landing in rain and fog at Ahmed Al Jaber Air Base, Kuwait (Kuwait City International Airport). An Air Force major and two enlisted persons were killed. Seven others were injured. The C-130E had been transporting troops to locations throughout Kuwait. Eighty-six passengers and six crewmembers were on board.

**Airlifting water purifiers:** A C-5 Galaxy arrived at La Guaira, Venezuela, with two machines for purifying water from the ocean and contaminated rivers and streams. The humanitarian mission was flown after out-of-season heavy rains in mid-December triggered massive landslides down Mount Avila, which separates the capital of Caracas from the Caribbean Sea. Countless towns dotting the mountainside were destroyed. The catastrophe killed as many as 30,000 people and left another 150,000 homeless. Most of the victims were buried under enormous mounds of mud, trees, and boulders in Venezuela's worst natural disaster of the 20th century.



**Bringing smiles:** A C-17 Globemaster III from the 17th Airlift Squadron at Charleston arrived at Skopje, Macedonia, with 18,000 boxes of gifts for the children of the troubled Balkan country. The mission was flown under the auspices of the Denton Amendment, which enables humanitarian cargos to be flown on military aircraft on a space-available basis at no cost to the donor. The Samaritan's Purse, a relief organization affiliated with the Billy Graham ministries, donated the presents.

## JANUARY '00

**Avionics updates:** A C-5 equipped with the new Traffic and Collision Avoidance System was successfully tested, clearing the way for the C-5 Avionics Modernization Program contractor Lockheed Martin to begin retrofitting the remaining 126 C-5s operated by AMC and its Air Force Reserve and Air ▶

National Guard units. The C-5B equipped with TCAS flew a pattern that intentionally included several "near misses" with a C-130 off the coast of Georgia. Equipping the remainder of the C-5 fleet with TCAS was scheduled for completion by the third quarter of fiscal year 2002.

**New school:** A new KC-135 Combat Employment School officially opened at Fairchild AFB, Wash. The school's courses are designed to provide advanced combat and contingency training to KC-135 pilots and navigators.

**New vice commander:** Lt. Gen. Ronald C. Marcotte succeeded Lt. Gen. Walter S. Hogle, Jr., as vice commander of AMC. In his previous assignment, General Marcotte had been commander of Air Combat Command's 8th Air Force at Barksdale AFB, La. General Hogle became commander of AMC's 15th Air Force, and commander, Tanker Task Force, U.S. Strategic Command, at Travis.

**Reconstitution completed:** AMC completed its program for reconstituting its people, equipment, and resources following operations in Kosovo. To give unit commanders the training flexibility needed for reconstitution, AMC reduced tanker and airlift commitment levels by 10 percent for the first 90 days and five percent for the next 30 days. Reconstitution facilitated the command's return to pre-Kosovo readiness standards.



## FEBRUARY

**Search and rescue:** A C-5 aircrew assigned to the 349th Air Mobility Wing (Associate) at Travis supported the search and rescue operation that followed the Jan. 31 crash of an Alaskan Airlines MD-83 off the coast of California, 12 miles northwest of Los Angeles. After picking up its cargo at Andrews AFB, Md., the C-5 Galaxy airlifted more than 160,000 pounds of U.S. Navy equipment and passengers from Andrews to Point Mugu Naval Air Station, Calif. The cargo included a side-scanner radar and a remotely operated underwater vehicle that was used to locate the MD-83's black box. AMC flew the mission on behalf of the National Transportation Safety Board.

**100<sup>th</sup> Tunner:** Lt. Gen. Ronald C. Marcotte accepted the 100th Tunner loader in St. Louis. Systems & Electronics, Inc., which manufactured the loader, hosted the ceremony at their corporate headquarters.

**Safety concern:** AMC grounded 198 of the Air Force's 546 C/KC-135s in order to replace a gear that operated the aircraft's horizontal stabilizers. The grounding applied to specific aircraft identified by tail number. The directive was levied after a manufacturing problem was discovered during the replacement of a stabilizer trim actuator on one of the KC-135s.

## MARCH

**Flood relief:** C-17 Air Force Reserve aircrew from the 315th Airlift Wing (Associate), Charleston, augmented by crewmembers from the 446th Airlift Wing (Associate) at McChord, transported the first planeload of emergency relief supplies to flood-ravaged Mozambique. The crew was at Ramstein AB, Germany, when the Tanker Airlift Control Center tasked it to fly the mission. The crew picked up the humanitarian cargo, which included bottled water, boxes of high-energy biscuits, and rolls of plastic sheeting for emergency shelters, at a facility operated by the U.S. Agency for International Development in Pisa, Italy. The Globemaster III delivered supplies first to Maputo, Mozambique's capital city, and then to Beira, Mozambique's second largest city. The mission began AMC's support of a large-scale relief effort known as Operation ATLAS RESPONSE. By the time ATLAS RESPONSE officially ended April 16, the AMC system had flown 29 strategic airlift missions to transport 720 passengers and 910 short tons of cargo.



## MAY

**Rodeo 2000:** Air Mobility Rodeo, the biennial tanker airlift competition, was held at Pope AFB, N.C. Sponsored by AMC, Rodeo 2000 showcased airdrop, air refueling, aeromedical evacuation, short-field landings, and related ground operations. It furnished the opportunity for more than 100 teams from the active-duty Air Force, Air Force Reserve Command, and Air National Guard to demonstrate their skills and improve procedures. Rodeo 2000 included more than 80 aircraft and 3,000 participants. Eighteen foreign countries sent teams or observers. Rodeo 2000 included two new competitions: the 10K Forklift Driving Course and the Aeromedical Evacuation Endurance Course. The 6th Air Refueling Wing, MacDill AFB, Fla., earned the honor of Best Overall Air Mobility Wing.



**Peacekeeping:** A C-17 assigned to Charleston delivered 42 short tons of ammunition to Freetown, Sierra Leone, in support of United Nations peacekeeping efforts. The Globemaster III was flying a channel mission to Marka International Airport in Amman, Jordan, when AMC's Tanker Airlift Control Center diverted it to carry the munitions to Sierra Leone.

**Keeping in touch:** AMC published the first edition of its *En Route News*. Prepared by the Office of Public Affairs using inputs from the en route locations and the command's 12 bases, the publication's objective is to improve communication between AMC's senior leadership and the officers and airmen who support the en route system worldwide. The newsletter focuses on activities occurring at the en route locations and also gives summaries of significant AMC, Air Force, and Department of Defense events. *En Route News* is available online at <http://public.scott.af.mil/hqamc/news/Enroutenews>.

## JULY

**C-141 farewell:** The last of 58 active-duty C-141s once assigned to Charleston was flown to the Aerospace Maintenance and Regeneration Center at Davis-Monthan AFB, Ariz. The C-141B (tail number 67-0020) was assigned to the 437th Airlift Wing's 16th Airlift Squadron which, in mid-July 2000, claimed the all-time Air Force squadron record of more than 919,000 accident-free flying hours.

**C-133 transporter:** The first of four sections of an inoperable C-133 Cargomaster (tail number 59-536) arrived at Dover AFB, Del., aboard a C-5C, one of only two C-5Cs specially configured to support the outsized cargo requirements of the National Aeronautics and Space Administration. The C-133, previously exhibited at the Strategic Air Command Museum west of Omaha, was loaded at Offutt AFB, Neb. When all four sections were delivered, the C-133 would be reassembled and displayed at Dover's Air Mobility Command Museum. The first operational C-133A had been delivered to the 1607th Air Transport Wing at Dover in August 1957. Manufactured by Douglas Aircraft Company, Long Beach, Calif., the C-133 was America's largest military transport aircraft until it was replaced by the C-5. The C-133 retired in 1971.

## AUGUST

**Firefighting:** Air Force Reserve Command C-141s from the 452d Air Mobility Wing, March ARS, Calif., and 445th Airlift Wing, Wright-Patterson AFB, Ohio, joined two active-duty C-141s from the 62nd Airlift Wing at McChord to transport firefighters and equipment to Idaho Falls, Idaho. The military and civilian firefighters were airlifted from several locations in the United States and bused from Idaho Falls to Clear Creek, Idaho, where wildfires raged nearby. Two Reserve C-130s from the 302nd Airlift Wing, Peterson

AFB, Colo., and two Air National Guard C-130s from the 146th Airlift Wing, Channel Islands Air National Guard Station, Calif., continued to drop fire retardant on wildfires, one 120 miles north of Los Angeles and



another near Fresno. The C-130s were equipped with removal Modular Airborne Fire Fighting Systems, which enabled them to disperse 2,700 gallons of fire retardant on a single mission. Two other ANG units--the 145th Airlift Wing, Charlotte, N.C., and the 153d Airlift Wing, Cheyenne, Wyo.--operated from Hill AFB, Utah, to drop fire retardant over the wildfires in California. (Photo by John McColgan)

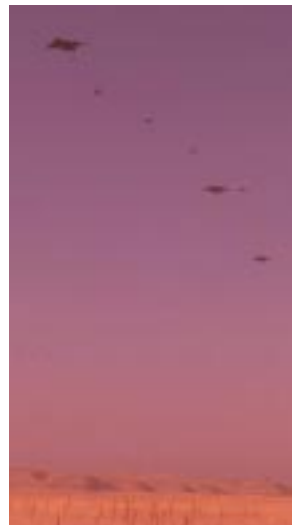
**New theme:** To help generate a renewed emphasis on retention and recruiting and in keeping with AMC's yearly tradition, Gen. Charles T. Robertson, Jr., AMC commander, announced that fiscal year 2001 would be known as the "Year of Retention and Recruiting," or YORR. The year's vision is "The AMC Team--A Dedicated Total Force, Recruiting for Today, Retaining for Tomorrow." It proclaims the aim of attaining and maintaining a quality total force mobility team. The theme accompanying the vision is "Retention Is a Function of Leadership and Command."



## SEPTEMBER

**Paratrooping:** Two C-17s, one from Charleston, and one from Altus AFB, Okla., picked up approximately 160 paratroopers at Pope and then flew approximately 20 hours nonstop to a drop zone in Kazakhstan near the city of Almaty. Assigned to elements of the U.S. Army's 82d Airborne Division at Fort Bragg, N.C., the paratroopers were flown to Kazakhstan and joined troops from the

central Asian states of Kazakhstan, Uzbekistan, Kyrgyzstan, and other NATO partners in Operation CENTRASBAT 2000, a humanitarian assistance and peace-keeping field training operation. Concluding on Sept. 20, the exercise was the third CENTRASBAT operation conducted in central Asia since 1997. Each Globemaster III received two aerial refuelings on the 6,700-mile flight to Kazakhstan. ★





# Our success

## Modernization

As one of the commander's three key priorities, AMC continues to place heavy emphasis on force modernization. AMC must be able to quickly and safely deploy its aircraft anywhere in the world at any time. Current initiatives, not only in air traffic management and defensive countermeasures, but in all areas of command modernization, will ensure technological advances to meet the needs of today's Air Force.

### C-17 procurement

One of AMC's most important modernization efforts involves acquisition of the C-17 Globemaster. Currently, AMC has C-17s at Charleston AFB, S.C., and McChord AFB, Wash. Soon they'll be at Jackson, Miss., as well.

Continuing the procurement of 120 C-17 core airlifters is a top priority for AMC. The aircraft's direct-delivery capability makes it the obvious successor to the retiring C-141. The C-17 demonstrates its value to the mobility mission as it has in past contingency operations including Operation Allied Force, Task Force Hawk, and humanitarian relief efforts for Hurricanes Georges and Mitch. The Air Force has a requirement for 15 additional C-17s. This would bring the total number of Air Force C-17s to 135. To date, funding has been authorized to purchase 14. Funding for the 15th C-17 is expected in future defense budgets.

### C-5 upgrade

In a proactive effort to address an inability to meet its wartime outsize and oversize cargo lift requirements in the wake of continued C-5 reliability problems and the projected retirement of the aging C-141 fleet, AMC has developed a comprehensive C-5 upgrade plan. The planned upgrades include installation of high-pressure engine turbines, avionics modernization and a reliability enhancement/re-engining effort, which will allow AMC to compensate for the strategic airlift shortfall and comply with Global Air Traffic Management requirements. Once the upgrades are complete, increased fleet reliability, easier maintainability, better availability and enhanced performance will posture the C-5 fleet for continued outsize/oversize service. Cost projections indicate this prudent investment of tax dollars today will alleviate a shortage in current and future capability while lowering the C-5's total operational cost over the long haul.

▲ Top: Aerial port members from Travis unload cargo during Rodeo 2000. *Photo by SSgt. Eric Grill.*

◀ Left: Lt. Col. Dan Bergeron from Pope AFB, N.C., explains a heavy air drop route to members of the Turkish Air Force during Rodeo. *Photo by SSgt. Jerry Morrison.*

◀ Bottom Left: SrA. Aaron Rumsey from Fairchild AFB, Wash., sets up an antenna during a wing exercise. *Photo by SSgt. Jim Verchio.*

▶ Right: An airman from Fairchild AFB, Wash., gives the OK to his pilot after a wing flap check. *Photo by SSgt. Eric Grill.*

### KC-10 systems upgrade

When tensions in Kosovo erupted in military conflict, AMC's limited but highly capable KC-10 fleet once again proved its dual-role capability as an air refueling asset and a viable airlift resource. To increase the capabilities of the KC-10 fleet, the airframe is undergoing several modifications to include the addition of Traffic Alert and Collision Avoidance System, Terrain Avoidance and Warning System, and Global Air Traffic Management. These modifications will improve ▶



navigational capability as well as crew operational safety. The planned modifications will allow AMC to maintain commonalities with the commercial MD-10, thus ensuring future reliability, maintainability, availability and sustainability of this important asset.

### KC-135 systems upgrade

The KC-135 is currently undergoing more than 15 modifications. Among the upgrades are the Multi-point Refueling System, interphone replacement, an 8.33 kHz radio, a Traffic Alert and Collision Avoidance System, Terrain Awareness Warning System, Reduced Vertical Separation Minima, flight data recorder and cockpit voice recorder. Pacer CRAG, the replacement of older aircraft avionics with state-of-the-art digital equipment, is by far the largest upgrade to the KC-135 fleet. The project name is derived from the chosen name “Pacer” and the acronym for Compass Radar and Global Positioning System. In addition, Pacer CRAG reduces or eliminates the need for most onboard mission navigators. Pacer CRAG modifications to the KC-135 fleet are scheduled for completion in September 2002. Global Air Transportation Management system upgrades will further modify cockpit avionics, adding communications, navigation and surveillance equipment needed to operate in worldwide airspace. The first aircraft rollout is expected in 2001. With current and ongoing modifications, the KC-135 will fly, refuel and continue to demonstrate the essential role it plays in both the day-to-day and wartime environment well into the 21<sup>st</sup> Century.

### C-130 modernization

The C-130 fleet faces many challenges in the future. These include reliability, maintainability, availability, service life issues, and the challenges associated with multiple models and variants. AMC has undertaken an aggressive two-part program to bring the C-130 into the 21<sup>st</sup> Century.

First, the Air Force plans to acquire 150 C-130Js to replace C-130s with the worst service life problems. The C-130J is the latest C-130 version and features new engines and propellers, a completely revised avionics suite that allows the aircraft to be flown with a crew of only two pilots and a loadmaster, and a new enhanced cargo handling system. Initial operational capability is expected in Fiscal Year 2002. The first C-130Js have already been delivered to the Air National Guard and Air Force Reserve Command and operational testing and evaluation are under way. The remaining C-130s will be converted into a common configuration aircraft, which complies with all applicable Global Air Traffic Management and Navigation Safety mandates, called the

C-130X. The C-130X Avionics Modernization Program will install a modernized “glass” cockpit on all non-J C-130s. Contract award for the C-130X program affects only C-130Es. This program will convert existing C-130E engines and auxiliary power units to C-130H standards. The C-130X will finish in Fiscal Year 2014 and the C-130J program will finish in Fiscal Year 2016.

### Materiel Handling Equipment

Without the means to quickly and efficiently load and unload its cargo, airlift is ineffective. AMC is the lead command for DoD ▶

▲ Top: A KC-10 from McGuire refuels a B-2. *Photo by Scott Spitzer.*

◀ Left: SSgt. Timothy VanAusdoll from McGuire looks over his checklist before departing for Large Package Week -- a quarterly exercise between AMC units and the Army's 82nd Airborne unit at Fort Bragg, N.C. *Photo by Ken Mann.*

▶ Right: A McGuire C-5 on the ramp. *Photo by Ken Mann.*



## Modernization

acquisition of new aircraft loaders. During fiscal year 2000, 38 additional Tunner aircraft loaders were added to the fleet, bringing the total to 124. The 318 Tunner requirement should be completed with final deliveries in the summer of 2004. Tunnners proved invaluable during numerous operations including the 38 Tunnners involved with the massive buildup of forces for Operation Allied Force. The Tunner has a 60,000 pound, six-pallet capacity and interfaces with all cargo aircraft.

It replaces the 40K loader, the wide-body elevator loader and lower-lobe loaders. The new loader is a vast improvement, with far superior technology and capability, allowing for more rapid movement of larger equipment and cargo loads. AMC is also the lead command for acquisition of a 25K loader replacement. Working with the Air Force Materiel Command's Next Generation Small Loader System Program Office, the FMC Corporation of Orlando, Fla., was awarded a production contract June 22 to build 264 NGSLs. Eventually fielded at more than 150 DoD locations, NGSL deliveries will begin in the summer of 2001 and will complete in 2004. Like the Tunner, the NGSL will interface with all cargo aircraft and has a 25,000 pound, three-pallet capacity. Unlike their 40K, 25K and wide body elevator loader predecessors, both the Tunner and NGSL are rapidly loaded and easily transported on the C-5, C-17 and C-141. The NGSL is also small enough to transport on a C-130.

### Process improvements

With fewer U.S. forces stationed overseas, the Air Force's ability to rapidly deploy forces and sustain them in-theater is more important than ever before in the nation's history. The tremendous growth of international air traffic, coupled with rapid advances in technology, is leading to significant changes in the global airspace architecture. To prevent traffic backlogs, air traffic authorities must put more aircraft in the same airspace as they address myriad air traffic control and safety challenges. AMC continues to place great emphasis

on global air traffic management, or GATM. These new concepts for managing air traffic include reducing the vertical horizontal separation between aircraft, allowing the pilot more flexibility in selecting the route and altitude for flights. In addition, routine pilot-to-controller voice communication will be augmented with a previously unavailable capability – voice and data transmission communication in an oceanic environment. In concert with GATM, AMC continues to focus on modernizing its air fleet with global positioning systems, traffic alert and collision avoidance systems and enhanced ground proximity systems. Growing proliferation and lethality of “man-portable” air defense systems, such as shoulder-fired laser-guided surface-to-air missiles, increasingly places our people and assets in danger. AMC is working to defend its aircrews and aircraft by designating the Large Aircraft Infrared Countermeasures technology as one of its highest priorities on U.S. Transportation Command's Integrated Priority List. LAIRCM will significantly increase the safety of aircrews and airborne assets while allowing AMC aircraft unimpeded access into areas containing infrared threats. ☼

▲ Top: TSgts. Fernando Navarro, Douglas Holesman, and Greg Castle, from March ARB, Calif., pull the auxiliary power unit cord in preparation to taxi their C-141. *Photo by MSgt. Steven Turner.*

◀ Upper Left: A KC-10 refuels an F-16. *Photo by TSgt. Michael Rivera.*

▶ Upper Right: A 60K Tunner, shown being unloaded from a C-5, is named after Lt. Gen. William H. Tunner, former Commander in Chief, U.S. Air Forces in Europe. *File photo*

◀ Left: SrA. Micheal Charvat, McChord, crawls under an obstacle during the Special Tactics Endurance Course at Rodeo. *Photo by SSgt. Jeffrey Allen.*

▶ Right: MacDill Aircraft Crew Chief A1C Valerie Nickolaus marshalls a KC-135. *Photo by SrA. Mona Franklin.*

## Total Force

## Community



### Total Force

Just as the Air Force, Army, Navy, Marine Corps and Coast Guard work in concert to preserve the United States' freedom, Air Mobility Command relies upon the synergistic integration of America's active duty, Guard and Reserve forces to meet its national defense needs anytime, anywhere.

As history has often shown, AMC cannot meet the nation's vital global reach, global power objectives without a total force effort throughout the operational spectrum. Most recently, during Operation Allied Force, the allied victory in the skies over Kosovo bore witness to the effects of America's application of Total Force assets.

**Without the total dedication and involvement of America's Guard and Reserve forces, AMC would have faced a difficult time in providing the enabling power that allowed allied forces to quickly resolve an international crisis.** During Operation Allied Force, AMC's active duty, Guard and Reserve forces flew more than 1,800 airlift and 900 air refueling missions logging more than 31,000 flying hours. In all, the command's tankers off-loaded more than 300 million pounds of fuel. During every stage, total forces worked hand-in-hand to meet

mission objectives flying 1,180 C-17 airlift missions, 850 KC-135 missions and 333 C-5 airlift missions in which crewmembers logged more than 7,100 hours. More than 3,600 flying hours were logged in 187 C-141 missions. Throughout the entire operation, AMC operations incorporated every Total Force asset from maintenance technicians to cooks to aircraft crewmembers. In fact, 45 percent of Operation Allied Force strategic airlift can be directly attributed to the men and women of America's Guard and Reserve forces who have committed themselves to selfless service to their country. Through consistent and standardized training, these ready forces continue to seamlessly integrate into active-duty operations during routine operations and during times of national crisis. In AMC, "Air Force" truly translates to "Total Force." ✪

### Community

The financial benefits brought to a community by a military installation are often easy to see — people notice increases in jobs and business. It is not so easy to pinpoint the positive contributions military members, federal employees and their families can make in a community.

On any given day, AMC members present colors to family members of deceased veterans, help a child or adult learn to read, or help to rebuild communities



# Environment

after natural disasters strike. Scratch the surface of any successful community program in the vicinity of an AMC organization, and you will find Air Force blue—teaching Sunday school, picking up trash along highways, coaching Little League, and sponsoring Special Olympic events. In other words, AMC members are active and enthusiastic members of “their” communities. Through an active civic outreach program, AMC partners with community organizations and community leaders to tell the Air Force and AMC stories to the American public - our stakeholders! ☼



## Environment

AMC is actively committed to environmental excellence. Throughout the command, our Total Force organizations continue to implement policies and programs to clean up hazardous waste sites, comply with environmental laws and regulations and prevent potential sources of pollution. The command is poised to eliminate or decrease risks at its high relative-risk hazardous waste sites by 2007 and to return restoration dollars to the Air Force. Hundreds of the command's vehicles operate on alternative fuels, reducing air emissions. Every day, AMC bases recycle everything from office paper and grass clippings to petroleum products and precious metals in a diligent effort to protect America's vital natural resources. AMC has been successful in its environmental efforts during fiscal 2000, and will continue to fulfill its pledge to be good neighbors. ☼

### AMC's environmental program results for 2000

- Decreased relative risk at two high and one medium relative-risk hazardous waste sites.
- Assisted in obtaining a Voluntary Cleanup Agreement that supports ongoing efforts to assess and eliminate potential environment risk at sites in New Jersey.
- Exceeded the DOD hazardous waste reduction goal to reduce hazardous waste generation by 50 percent compared to a 1992 baseline.
- Completed a \$2.3 million contract to consolidate Hazardous Materiel Emergency Planning and Response Plans for the command's bases. All wings are better prepared to handle emergency releases.
- Investment more than \$30 million in environmental facility improvement and pollution-prevention.
- Eight bases converted to potassium acetate and sodium acetate for airfield deicing — replacing Urea — to reduce storm water pollution and comply with the Clean Water Act.
- Purchased four airfield deicing application systems for four bases to effectively apply the new deicers to meet Storm Water Pollution Prevention regulations.
- Fairchild Air Force Base, Wash., won the Air Force General Thomas D. White Environmental Quality Award; and Grand Forks AFB, N. D., won the DoD Environmental/Security /Recycling Award and the Air Force General Thomas D. White Recycling Award.
- Continued to convert the administrative records for the cleanup program at nine bases from hard copy to CD. The contents of 145 boxes, each weighing 40 pounds, were reduced to 45 CDs.
- Continued to protect 17 plants and animals on, or candidates for, the federal list of threatened or endangered species. Managed 3,812 acres of wetland and 7,143 acres of timber.
- Managed 135 properties on National Register of Historic Places in partnership with state historic preservation officers
- New fire-training areas were completed at three bases, bringing the command's total to 11 completed. New facilities will burn liquid propane gas instead of jet fuel to provide firefighters with realistic training without harming the air, water or soil.

# Civil Reserve Air Fleet



## Civil Reserve Air Fleet

AMC provides the rapid, flexible and responsive airlift and tanker support that enables America's armed forces to continually promote global stability. Our partners in meeting the nation's military and humanitarian commitments in this effort are the civilian airlines contracted for under the Civil Reserve Air Fleet program.

Since President Harry S. Truman issued an executive order establishing the CRAF to support the Korean War military buildup in the early 1950s, AMC's CRAF partners have continued to help produce significant operational advantages and cost savings for America. Through a solid partnership with AMC, the airlines of the United States contractually pledge civilian aircraft to the various CRAF segments and are continually ready to provide increasing levels of support to the Joint Chiefs of Staff.

The CRAF is organized under three segments: international, aeromedical evacuation and domestic. The international segment, which centers on the National Military Strategy, is divided into the Long-Range International section consisting of passenger and cargo aircraft capable of transoceanic operations, and the Short-Range International section providing near offshore airlift capability.

The second CRAF segment focuses on

aeromedical evacuation. Aircraft committed to this segment assist in evacuating casualties from operational theaters to hospitals in the continental United States and returning medical supplies and medical crews to the theater of operations. Kits containing litters and other aeromedical equipment are used to convert civil B-767 passenger aircraft into air ambulances.

Lastly, the national segment is composed of the domestic services section and the Alaska section. The domestic section provides domestic-only passenger capability in the continental United States and Hawaii

to meet specific CRAF activation requirements. The Alaskan section supports the 11th Air Force, Pacific Air Forces, in the Alaskan region.

CRAF carriers continue to provide a significant amount of strategic airlift at reduced costs in peacetime and wartime. Aircraft committed to the CRAF must be U.S.-registered aircraft capable of over-water operations, capable of at least a 3,500 nautical mile range and 10-hours-per-day utilization rate. Carriers must also commit and maintain at least four cockpit crews for each aircraft.

During a wartime scenario requiring flying 49.7 metric ton miles a day, available military assets would only be able to move 59 percent of required cargo to the battlefield. The remaining 41 percent of cargo must be moved with assets provided by our CRAF partners. Dependence upon the

Air Transport International  
Alaska Airlines  
American Airlines  
American Trans Air  
America West  
Arrow Air  
BAX Global  
Continental Airlines  
Delta Airlines  
DHL  
Emery Worldwide  
Evergreen International  
Express One International  
Federal Express  
Fine Air  
Gemini Air Cargo  
Kitty Hawk International  
Lynden Air Cargo  
Miami Air  
Midwest Express  
North American Airlines  
Northern Air Cargo  
Northwest Airlines  
Omni Air International  
Polar Air Cargo  
Reeve Aleutian Airways  
Southwest Airlines  
Spirit Airlines  
Sun Country Airlines  
Sunworld Int'l Airlines  
Trans World Airlines  
Tower Air  
United Airlines  
United Parcel Service  
US Airways  
US Airways Shuttle  
World Airways

# Air Mobility Warfare Center

CRAF for aeromedical and passenger services is even greater with CRAF providing 93 percent of passenger aircraft pledged, and 100 percent of aeromedical-configured aircraft pledged. Depending upon our national defense needs, the CRAF can provide up to 737 aircraft to supplement America's military fleet. Most recently, during Operation Allied Force in Kosovo, the total cost for commercial carrier airlift was \$42.5 million. To maintain an equivalent military fleet with crews and ground support would have cost American taxpayers \$3 billion a year.

As of Oct. 1, 37 carriers have pledged 737 aircraft to the CRAF. In August, AMC awarded contracts totaling \$738.6 million to encourage carriers to maintain minimum long-range international fleet commitment levels of 30 percent for passenger and 15 percent for cargo. ☛



## Air Mobility Warfare Center

The Air Mobility Warfare Center at Fort Dix, N.J., is AMC's single focal point for advanced training, testing, and education of mobility forces. The Center employs more than 400 talented people throughout seven organizations to achieve one major goal—to keep mobility concepts and forces ready at a moment's notice for deployments anywhere in the world.

The Center's Dean of Education oversees registration and graduation processes and ensures all curricula remain focused on training and educating mobility forces to meet national defense mobility needs.

In 2000, the Center added several new courses including Tanker Planning, Airlift Planning, and new Phoenix Readiness tracks bringing the total number of offerings to 59 in-resident courses and 73 exportable courses. More than 22,000 students complete AMWC programs each year. The Dean also administers the Advanced Studies in Air Mobility program, a 13-month graduate program to prepare future leaders in air mobility operations.

**The Center's 421st Ground Combat Readiness Squadron is the premiere contingency readiness preparation unit in AMC.** Through the Phoenix Readiness program, the 421st prepares USAF expeditionary combat support forces to meet the threats and challenges facing today's Expeditionary Air Force. The 421 GCRS also operates the Phoenix Raven program, training specially selected security personnel from the USAF and other services to provide force protection for large-frame aircraft in high-threat locations.

**The Combat Aerial Delivery School challenges students to hone their combat readiness skills and develop new capabilities** through the C-130 Weapons Instructor Course, KC-135 Combat Employment School, and the Joint Operations Directorate. In addition, their detachment at Red Flag provides training for C-141/C-130/C-17/KC-135 aircrews, emphasizing operations against advanced ground/air-to-air threats.

**The Operations Directorate trains the backbone of AMC's global reach force.** Five divisions and two satellite locations focus on the disciplines of air transportation, intelligence, logistics, mobility ►

## Defense Courier Service

operations, tactics, command and control, and air operations center mobility integration. From the mission support specialists deployed in the field to airlift/tanker planners and the Director of Mobility Forces in an Air Operations Center, the Operations Directorate equips AMC personnel to successfully execute their mission.

**The Air Mobility Battlelab explores high-payoff concepts, technologies, and tactics to advance the USAF Core Competency of Rapid Global Mobility.** AMB solicits ideas from all users via an interactive website and through active idea mining throughout the mobility community. It also explores new technologies not yet tied to formal requirements to increase the efficiency and effectiveness of air mobility. The AMB focuses on rapid prototyping and on maturing products for air mobility support and for airlift/tanker and aeromedical evacuation operations.

**The 33rd Flight Test Squadron ensures new or modified systems are ready for operational use.** They rigorously evaluate systems to determine the system's effectiveness and suitability for mobility requirements. This year, the 33rd performed numerous tests on communications and support equipment. They also tested C-17 systems and tactics that will expand its employment capabilities such as high-altitude humanitarian ration airdrop, Special Operations Low Level II operations, and formation airdrop.

**The Resources Directorate provides communications support, visual information, civil engineering, and financial management for the Center.** They act as the "Support Group" for the AMWC. The recently established Health & Wellness Directorate enhances military readiness and quality of life for Air Mobility Warfare Center students, cadre, and spouses by increasing wellness awareness and understanding and also by promoting positive lifestyle choices. ☸



### Defense Courier Service

From its activation in September 1987 until December 1994, the Defense Courier Service served under Air Mobility Command and the former Military Airlift Command. In 1994, the organization's charter was revised, placing it under the control of the U.S. Transportation Command. On Oct. 1, 1998, the DCS again became a part of Air Mobility Command.

The DCS is charged with ensuring the secure and expeditious worldwide movement of highly classified time-sensitive national security materiel integral to the National Command Authorities' command, control, communications and intelligence systems. It is selectively manned with members from the tri-services. The DCS directly supports the president, Department of Defense, unified commanders in chief, the Joint Chiefs of Staff, the services, joint military operations, North Atlantic Treaty Organization, National Security Agency, Department of State and other federal agencies.

DCS, headquartered at Fort George G. Meade,

## Tanker Airlift Control Center

Md., oversees operations of 20 field stations and one provisional site located in 13 states or U.S. territories and in seven nations. The service continues to provide vital services in support of national defense, transporting approximately four million pounds of highly classified materiel each year. ☛

### Tanker Airlift Control Center

Air Mobility Command's Tanker Airlift Control Center, located at Scott Air Force Base, Ill., is the Air Force's premiere hub for global planning and directing tanker, transport, aeromedical and other aerospace expeditionary aircraft operations worldwide.

Since it became fully operational in 1992, the TACC has functioned as AMC's nerve center for centralized command and control during periods of peace and war. Whether maintaining day-to-day scheduling operations or addressing global crisis situations, the TACC provides continuous contingency support or disaster relief without any loss of support to the numerous agencies dependent upon the Air Force's worldwide mobility capability.

More than 750 dedicated military and civilian team members integrate a wealth of diverse talents and resources to operate the TACC's nine divisions. Their daily responsibilities include tasking, planning, scheduling, and executing airlift, air refueling, aeromedical and operational support missions tasked by National Defense Authorities.

During the year 2000, the TACC played a critical role in numerous high priority, contingency and disaster relief operations. From the realization of the Aerospace Expeditionary Force, to the swift flood relief operations during Atlas Response in

Mozambique, to record setting Presidential support, TACC has met the Air Mobility Command's Global Reach challenge.

During March alone, the TACC planned and executed 195 AEF missions, delivering people and equipment to the warfighting Commanders-in-Chief, while simultaneously supporting the most demanding presidential travel itinerary in history—to India, Pakistan, Bangladesh, and Switzerland. TACC provided absolutely flawless mission execution for the 419 support missions flown.

Finally, the TACC orchestrated 147 missions in support of the relief effort to sustain the flood-ravaged inhabitants of the South African nation of Mozambique, all the while providing the TACC standard of exceptional support for day-to-day tasks. ☛



# GLOBAL REACH FOR AMERICA

Places we've gone in FY 2000

**North America:** Bahamas Barbados Belize Bermuda Canada Cayman Islands Costa Rica Cuba Dominica Dominican Republic El Salvador Granada Greenland Guatemala Haiti Honduras Jamaica Mexico Nicaragua Panama Saint Kitts Saint Nevis **South America:** Argentina Bolivia Brazil Chile Columbia Ecuador French Guiana Guyana Netherlands Antilles Paraguay Peru Suriname Trinidad Tabago **Europe:** Albania Austria Belarus Bosnia Bulgaria Croatia Czech Republic Denmark Estonia Finland France Germany Greece Hungary Ireland Italy Latvia Lithuania Macedonia Norway Poland Portugal Romania Russia Slovakia Slovenia Spain Switzerland Turkey Ukraine United Kingdom Yugoslavia **Asia:** Armenia Azerbaijan Bahrain Bangladesh China Georgia India Indonesia Israel Japan Jordan Kazakhstan Kuwait Kyrgyzstan Laos Lebanon Malaysia Mongolia North Korea Oman Pakistan Philippines Qatar Saudi Arabia Singapore South Korea Tajikistan Thailand Turkmenistan United Arab Emirates Uzbekistan Vietnam Yemen **Africa:** Algeria Angola Ascension Benin Botswana Burkina Faso Cameroon Chad Congo Central African Republic Cote d'Ivoire Dem. Rep. of the Congo Egypt Equatorial Guinea Eritrea Ethiopia Gabon Ghana Guinea Guinea-Bissau Kenya Liberia Mali Morocco Mozambique Namibia Niger Nigeria Rwanda Senegal Seychelles Sierra Leone South Africa Tanzania Tunisia Uganda Zambia Zimbabwe **Oceania:** Australia Fiji Palau Papua New Guinea New Zealand Vanuatu **Antarctica**

